



## Early Journal Content on JSTOR, Free to Anyone in the World

This article is one of nearly 500,000 scholarly works digitized and made freely available to everyone in the world by JSTOR.

Known as the Early Journal Content, this set of works include research articles, news, letters, and other writings published in more than 200 of the oldest leading academic journals. The works date from the mid-seventeenth to the early twentieth centuries.

We encourage people to read and share the Early Journal Content openly and to tell others that this resource exists. People may post this content online or redistribute in any way for non-commercial purposes.

Read more about Early Journal Content at <http://about.jstor.org/participate-jstor/individuals/early-journal-content>.

JSTOR is a digital library of academic journals, books, and primary source objects. JSTOR helps people discover, use, and build upon a wide range of content through a powerful research and teaching platform, and preserves this content for future generations. JSTOR is part of ITHAKA, a not-for-profit organization that also includes Ithaka S+R and Portico. For more information about JSTOR, please contact [support@jstor.org](mailto:support@jstor.org).

## REVIEWS

**Allen, William H.** *Efficient Democracy.* Pp. x, 346. Price, \$1.50. New York: Dodd, Mead & Co., 1907.

Along with all energetic workers for the betterment of human conditions the author has often discovered his way blocked by an incapable man holding his position because he was considered good. Against such men Dr. Allen uses his weapons to good effect. Negative goodness is greatly overvalued. "To be efficient is more difficult than to be good. Efficiency plus average goodness will accomplish more for human progress and human happiness than goodness minus efficiency. Efficiency develops goodness as time clock and cash register develop habits of punctuality and honesty." "Not long since charity work was relegated to good souls, as was nursing." "We have now pretty generally gone over to the point of view that training, fitness, capacity to perform, are indispensable and by no means co-existent with desire to do, or with mere goodness." From the standpoint of effect this first chapter on "The Goodness Fallacy" is one of the best in the volume.

In the following chapters Dr. Allen is really making a strong plea for the proper recognition of the use and value of statistics. Perhaps no one has done this better. The discussion has particular value because the illustrations are drawn from actual cases encountered by the author. The chapter headings show the topics: Statistics Ostracised, The Business Doctor; then a series of chapters on Efficiency in Schools, Charitable Work, Preventing Crime, Religious Work, Government, Making Bequests. In these chapters there is little to comfort the person satisfied with existing institutions and their results. In brilliant fashion Dr. Allen shows their shortcomings and imperfections. Anyone seeking positive suggestions as to methods of bettering social work will find them in abundance.

The only chapter which seems weak and out of place is the last, which bears the title "A Chapter of False Syntax," though the page heading, "Odds and Ends," seems more appropriate. It is a brief dictionary of social terms. The book would be stronger were this chapter omitted.

A book of this sort is a constant appeal to the intellect and judgment of the reader. At times he is enthusiastic when the author accepts his views, at times mad because his hobbies are attacked, at other times he wonders whether the evidence at hand justifies the position taken. His interest, however, is constant. Yet the author's thesis is simple. He is simply challenging the easy-going satisfaction with things as they are. He asks whether our social institutions are really accomplishing what they might. Do we know? If not, can we find out? How? The result is a most valuable presentation of the proper use and value of statistics.

In brief Dr. Allen has produced a very fresh and invigorating volume to be read with profit by every social worker. If taken in too large doses the constant emphasis put on efficiency is likely to become a bit monotonous. Take this volume with you on your vacation trip this summer. A chapter will interest and arouse a large group when even the popular novel falls flat.

CARL KELSEY.

*University of Pennsylvania.*